



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX
FORT KNOX, KENTUCKY 40121-5000

REPLY TO
ATTENTION OF:

ATZK-AR (611-1a)

12 May 2003

MEMORANDUM FOR Sergeant First Class Promotion Board Panel Members for CMF 19

SUBJECT: Career Management Field (CMF) 19 Information Paper

1. The Office of the Chief of Armor, Fort Knox, Kentucky, provides this information paper to assist you in better understanding CMF 19 and the caliber of soldier the Armor Branch desires to lead its soldiers at this important level. This paper will provide an overview of CMF 19 career development and some of the Armor programs that we believe you should be aware of to assist with your selection process. Please refer to the charts provided when necessary.
2. The mission of Armor is to close with and destroy the enemy using fire, maneuver, and shock effect. The M1A1/M1A2/MGS armor crewman leads, supervises and/or serves as a member of an Armor unit in offensive and defensive combat operations. MOSC 19K30 commands an armored weapons platform, supervises the crew, and processes operations and intelligence information. The MOSC 19K30 NCO may also serve in a variety of TDA positions and/or perform in command and staff positions in armor, cavalry and infantry units.
3. The mission of Cavalry is to perform reconnaissance, provide security, and engage in offensive and defensive combat operations. The cavalry scout leads, serves or assists as a member of a scout crew, squad, section or platoon in reconnaissance, security, and other combat operations. MOSC 19D30 commands a reconnaissance vehicle, leads a squad/section, and processes operations and intelligence information. The MOSC 19D30 NCO may also serve in a variety of TDA positions and/or perform in command and staff positions in armor, cavalry and infantry units.
4. Armor soldiers are valued for their warfighting skills. They acquire and perfect their warfighting skills primarily through realistic training, professional military education, and service in the most demanding leadership positions Armor Branch offers. **Service with troops is of primary importance to the Armor Branch.** With troops, armor soldiers polish their tactical and technical proficiencies through practical application of warfighting skills. Completion of NCOES is equally important for career progression. Civilian education achievement, while indicative of time-management skills and motivation, is not a substitute for service in TO&E platoons. **All soldiers selected for promotion must be of the caliber the Armor Branch desires as Platoon Sergeants.**

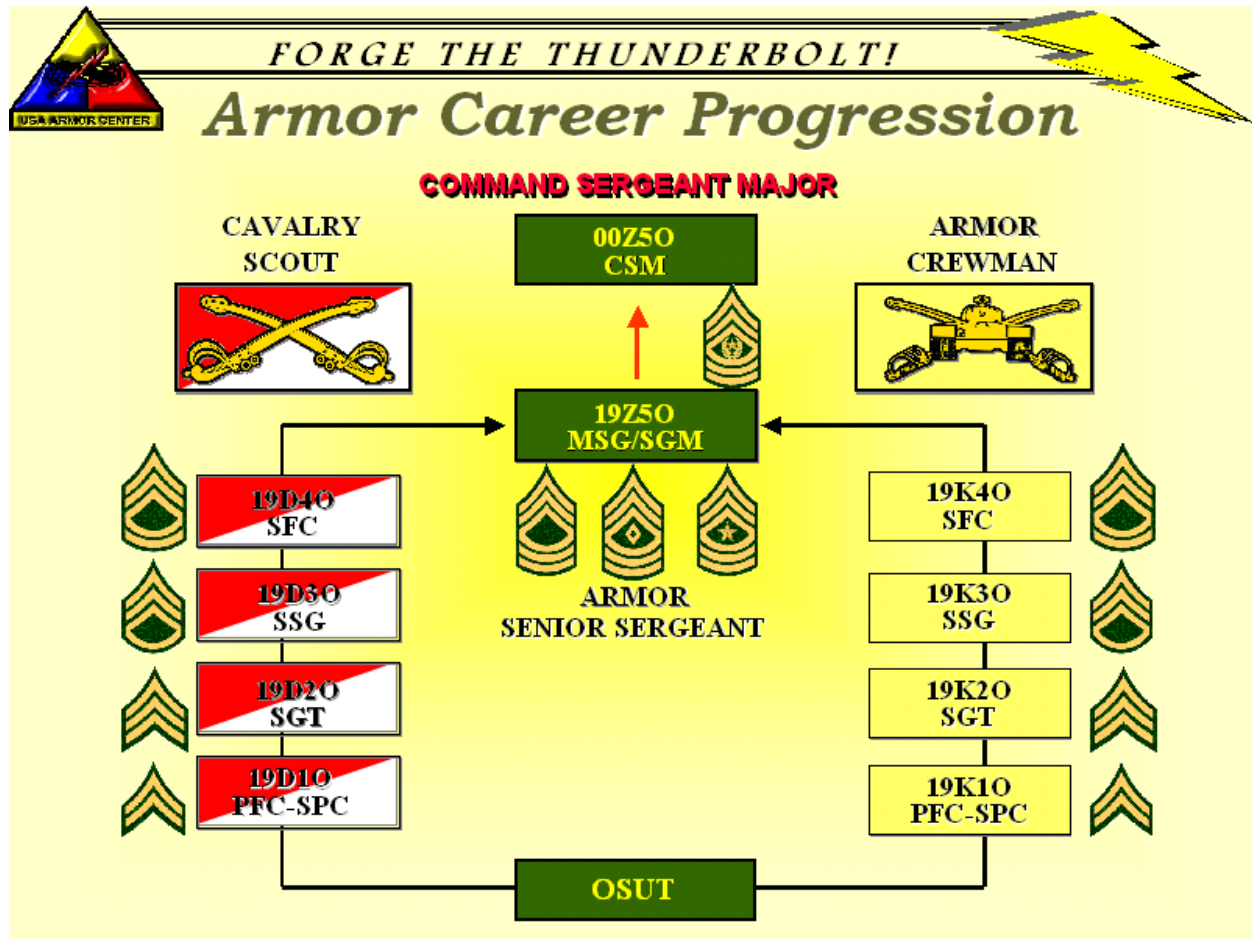


FIGURE 1

5. The “line chart” shows the normal progression for CMF 19 soldiers and is split between the Cavalry Scout (19D) and the Armor Crewman (19K) until they reach the Armor Senior Sergeant level, or 19Z. The Sergeant First Class is the last rank attained before CMF 19 MOSs merge into 19Z. The 19D or 19K Staff Sergeant has the opportunity to work as a vehicle commander or in a wide variety of MTO&E and TDA positions.



FIGURE 2

6. AR 611-21 provides the following information:

a. The most common duty positions of the 19D Cavalry Scout Staff Sergeant are: Section or Squad Leader (Vehicle Commander), Operations NCO, Drill Sergeant, Instructor/Writer, Recruiter, or AC/RC Team Member (O/C Trainers).

NOTE: For the Cavalry Scout, the Master Gunner position (19D40 ASI J3) is an additional duty for the Armored Cavalry and Division Cavalry Squadron Platoon Sergeant. Over half the MOS 19D soldiers will serve in HMMWV or IAV equipped units and will not have the opportunity to serve as master gunners. Only a very **limited** number of Cavalry Scouts will have the opportunity to attend the Bradley Master Gunner Course and serve as master gunners while a Staff Sergeant.



FIGURE 3

b. The most common duty positions of the 19K Armor Crewman Staff Sergeant are: Tank Commander or MGS Commander, Master Gunner in an Armor/Cavalry unit, Drill Sergeant, Recruiter, Instructor/Writer, or AC/RC Team Member (O/C Trainers).

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SUBJECT: Career Management Field (CMF) 19 Information Paper



FIGURE 4

7. The Cavalry Scout and Armor Crewman professional development models, identified in Appendix A, serve as a guide for armor noncommissioned officers to use to set professional goals. These models show how rank, key leadership assignments, encouraged assignments, and military schooling relate to grade structure. Armor Crewmen and Cavalry Scouts, to remain competitive, must show initiative to attain these goals. The Staff Sergeant should be at the corresponding level and already have successfully completed an assignment in each of the key leadership positions and various specialty assignments. The Armor Branch desires you select Staff Sergeants for promotion that have successfully served in key leadership assignments, thus indicating potential to excel as Platoon Sergeants.

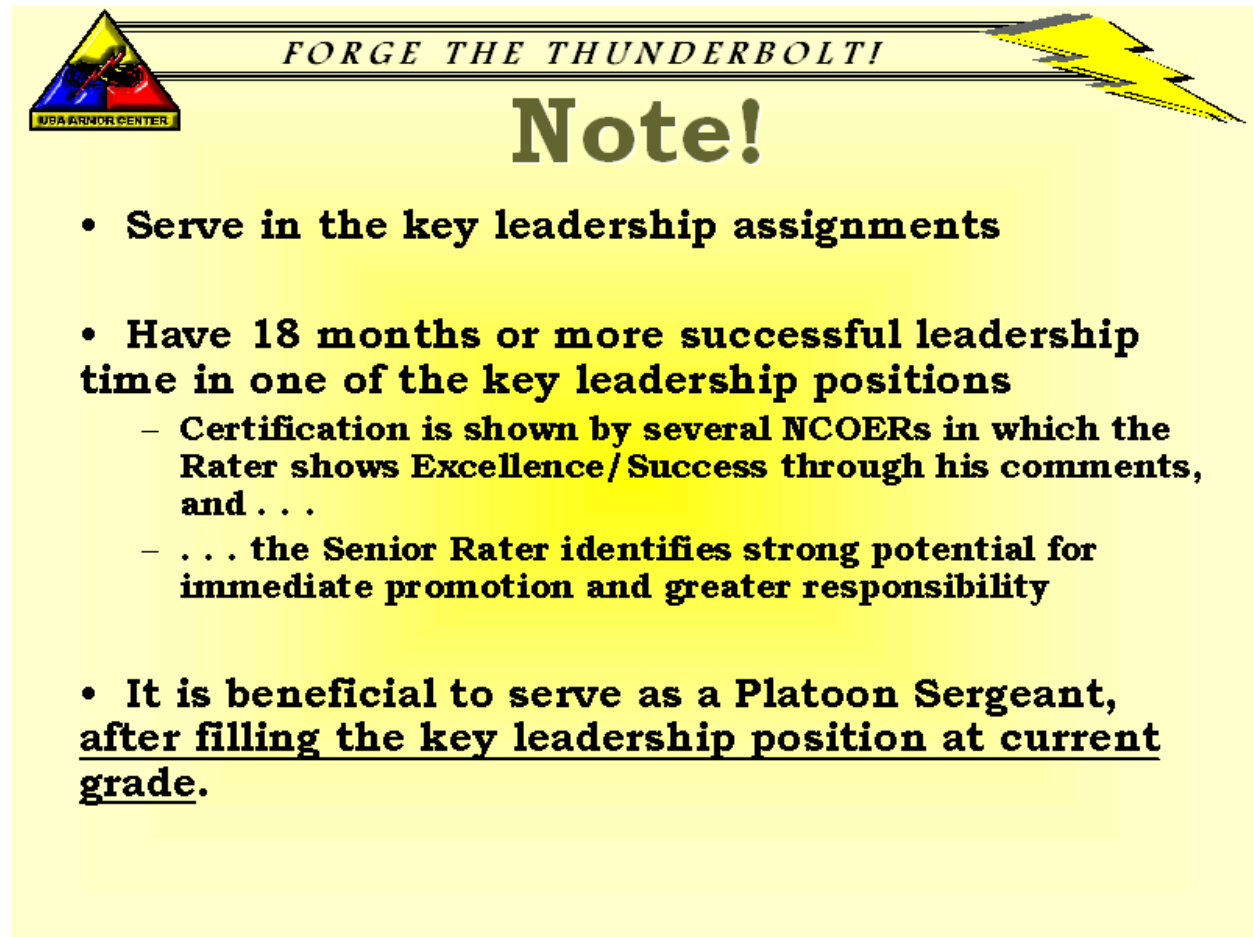


FIGURE 5

8. The Armor Force believes that leadership assignments are the key for successful development. The Armor Enlisted Professional Development Guide and DA PAM 600-25 (Draft) stress the importance of 18 months or more in a key leadership position before advancing to the next higher grade. The MOS 19D NCO must serve successfully as a Scout Section Leader or Scout Squad Leader. The MOS 19K NCO must serve successfully as a Tank Commander or MGS Commander. There is no substitute for serving in key leadership positions throughout an Armor soldier's career. If an Armor NCO has the opportunity to perform in a Platoon Sergeant assignment and does it successfully, consider him more experienced and further ahead than his peers.

NOTE: The only branch qualifying key leadership Staff Sergeant positions are in MTOE units to include D Troop, 509th PIR and the 11th Armored Cavalry Regiment. There are no branch qualifying Staff Sergeant positions on Fort Knox.

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SUBJECT: Career Management Field (CMF) 19 Information Paper

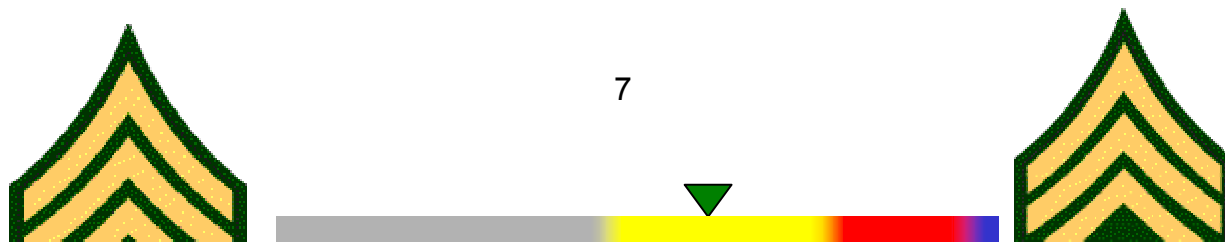
9. The following graphs provide examples of the assignment patterns which best reflect the CMF Career Professional Development Program, and depict Armor NCOs who have met the branch standard for selection to Platoon Sergeant. While this is the preferred assignment pattern for Armor Noncommissioned Officers, the current operational situation has disrupted the assignment process. In many cases, due to deployments, Armor NCOs were not eligible to be assigned to a professionally developing assignment and will gain additional leadership time.



a. Consider among **the best** the Armor NCOs who have served with distinction in a branch qualifying position for 18 months or more, sustained their standard of excellence in a professionally developing position, and have served as Platoon Sergeant. The Armor force benefits from NCOs who have been successful in a variety of assignments. Look for a pattern of sustained excellence in comparison to those exceptionally qualified Staff Sergeants who have not had the opportunity to serve in a platoon sergeant position.



b. Consider **exceptionally qualified** the Armor NCOs who have served with distinction in a branch qualifying position for 18 months or more and have broadened their skills through exceptional service in a professionally developing assignment, but who have not had the opportunity to serve in a position at the next higher grade. These NCOs must have sustained the pattern of excellence in all assignments. They have exhibited the potential for service at the next higher grade. Also consider **exceptionally qualified** those NCOs who have served with distinction in a branch qualifying position in excess of 18 months that were stabilized due to deployment in support of Operation Iraqi Freedom.



c. Consider **fully qualified** the Armor NCOs who have met the branch certification standard, but have not served in a professionally developing assignment. These Armor NCOs do not have the breadth of knowledge or experience equivalent to their peers who have developed a well-rounded career.



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Note!

- **Select Armor NCOs for promotion based on their demonstrated potential for success at the next higher operational leadership position, MTOE Platoon Sergeant.**
- **Do not select Armor NCOs for promotion solely as a reward for past performance.**
- **All Armor NCOs selected for promotion are expected to serve as MTOE Platoon Sergeants and to continue their demonstrated high level of performance.**

FIGURE 6

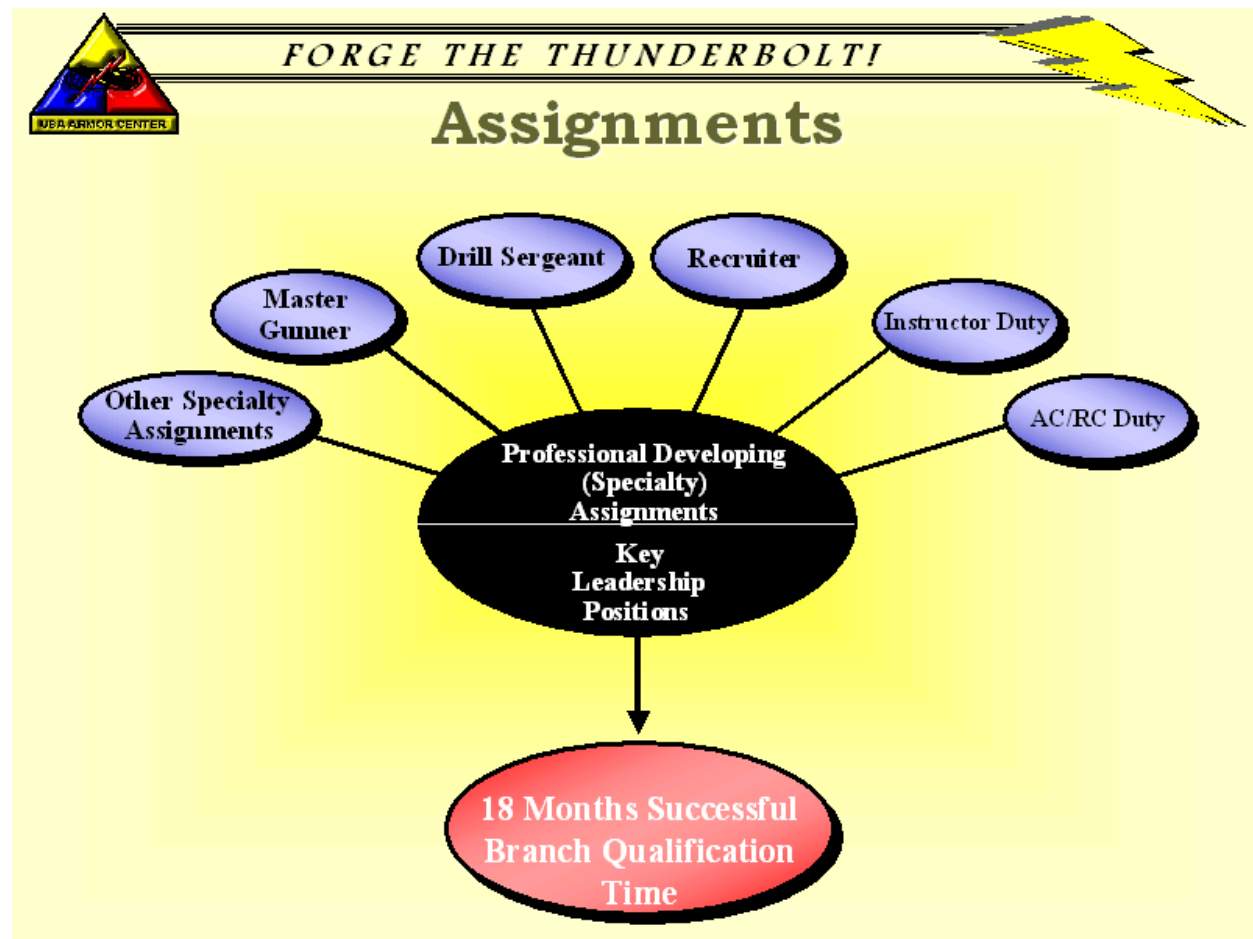


FIGURE 7

10. Key leadership positions are the focal point for Armor NCOs. Soldiers should have a strong leadership foundation at each rank before serving in a professionally developing assignment. Successful leadership experience certifies the NCO as fully qualified for promotion to the next higher grade. However, when separating the exceptionally qualified from the fully qualified, combine success in leadership positions with success in professionally developing assignments. The Armor NCO must have sustained a pattern of excellence to be considered exceptionally qualified. The Armor Branch benefits from Platoon Sergeants who have been successful in a variety of assignments.

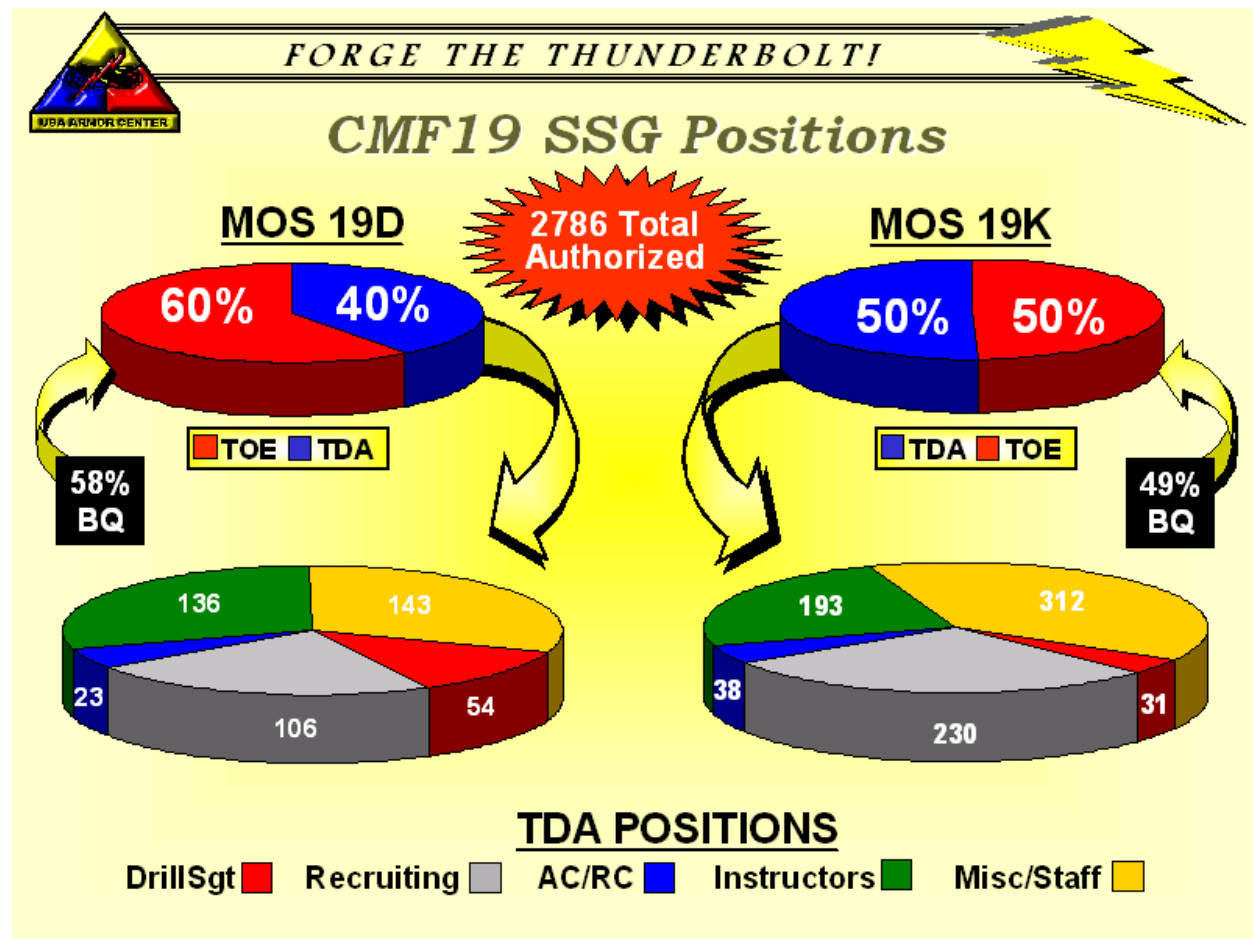


FIGURE 8

11. Both the MOS 19D and the MOS 19K SSG may spend a large percentage of their time as a Staff Sergeant in a TDA assignment. The figure above illustrates the primary professionally developing assignments that the Armor NCO fills. Consider the quality NCO who serves both a key leadership position and a professionally developing assignment as better qualified than the NCO who serves all his time in an MTOE Platoon. Appendix B will highlight the Staff Sergeant assignments for the Armor NCO.

NOTES:

- (1) Armor NCOs should avoid back-to-back Specialty TDA assignments. The Armor Branch values the experience gained in these positions, but the focus of the NCO must be on returning to a key TOE leadership position with troops following a TDA assignment.
- (2) The current operational environment has caused PERSCOM to **recently** assign soldiers to back-to-back TDA assignments.

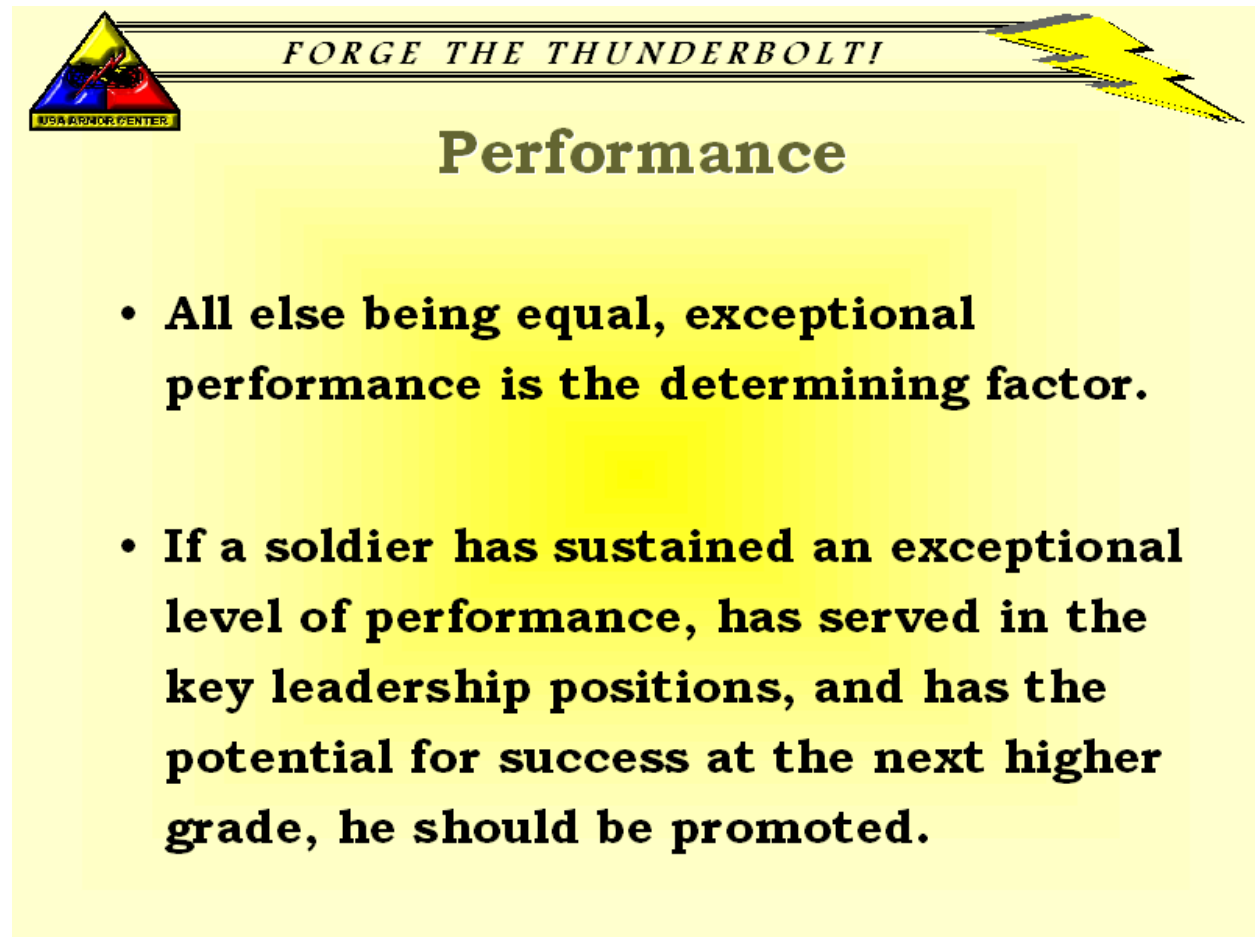
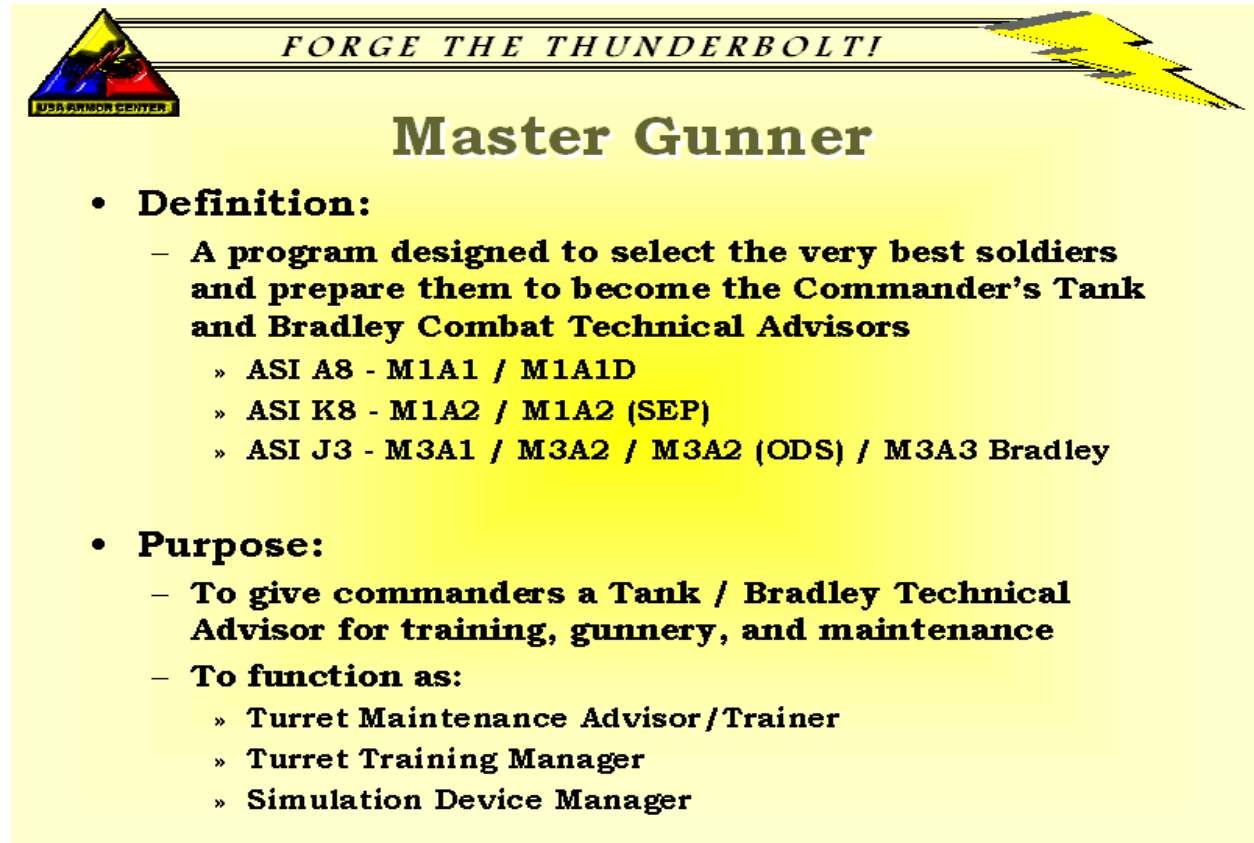


FIGURE 9

12. **If all else is equal, exceptional performance is the determining factor. Remember, we want NCOs who will excel as Platoon Sergeants.** The Armor Branch wants Senior NCOs who can lead, effectively communicate, and make important decisions. The NCOs should be a notch above the rest and have gained the respect of their soldiers.

13. Those NCOs that have reclassified into CMF 19 and have successfully performed in the basic leadership positions are just as certified as soldiers who have spent their entire career in Armor.

14. Special Programs. The Armor Branch has two special programs to bring to your attention:



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Master Gunner

- **Definition:**
 - **A program designed to select the very best soldiers and prepare them to become the Commander's Tank and Bradley Combat Technical Advisors**
 - » ASI A8 - M1A1 / M1A1D
 - » ASI K8 - M1A2 / M1A2 (SEP)
 - » ASI J3 - M3A1 / M3A2 / M3A2 (ODS) / M3A3 Bradley
- **Purpose:**
 - **To give commanders a Tank / Bradley Technical Advisor for training, gunnery, and maintenance**
 - **To function as:**
 - » **Turret Maintenance Advisor/Trainer**
 - » **Turret Training Manager**
 - » **Simulation Device Manager**

FIGURE 10

a. Master Gunner. The first of these is the Master Gunner Program. The Armor Branch designed this program to select and intensively train the highly qualified CMF 19 soldiers to become the commander's technical advisors for training, gunnery, and gunnery related maintenance. The Master Gunner Course is the most challenging technical course that a CMF 19 soldier can attend. Armor NCOs may attend the master gunner course as SGTs and serve in positions of increasing responsibility from company to MACOM/Army level. **Consider ahead of his peers the Staff Sergeant who has sustained exceptional performance as a master gunner and in the key leadership positions, e.g. Tank Commander or Section Sergeant.**

NOTE: The Cavalry Scouts (19D) do not have the opportunity to serve as a Master Gunners equivalent to the Armor Crewmen (19K). The only documented 19D master gunner positions are in Division and Regimental Cavalry Troops (Bradley Master Gunners, ASI J3) that are 19D40 positions. Bradley equipped units comprise only 1/3 of the operational MOSC 19D positions. HUMMV fielding eliminated the Master Gunner in the Armored/Mechanized Infantry Battalion Scout Platoons.

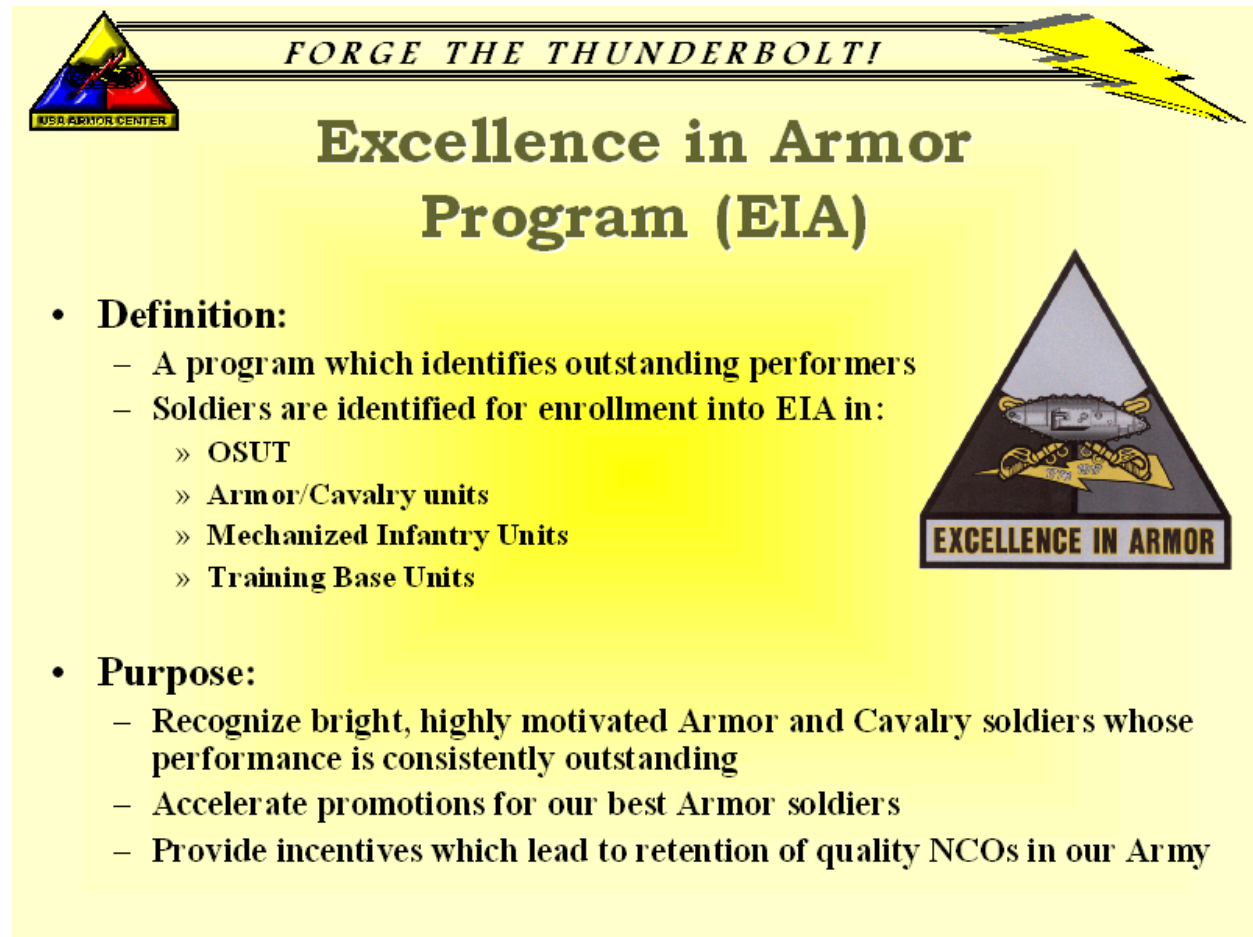


FIGURE 11

b. The next program is the Excellence in Armor (EIA) Program. The purpose of EIA is to identify highly motivated soldiers early in their careers whose performance is consistently outstanding. The units place them into challenging leadership positions to provide incentives, which will lead to retention of quality NCOs. The Battalion/Squadron Commander is the approving authority for entry into this program. A soldier may enter into the program beginning with graduation from OSUT or anytime later in his career through Sergeant First Class. An annotation on DA Form 2-1, Item 19, and an EIA certificate in the awards section of his microfiche are proof of a soldier's enrollment in the program. If all else is equal, an EIA soldier has proven himself a notch above his peers.

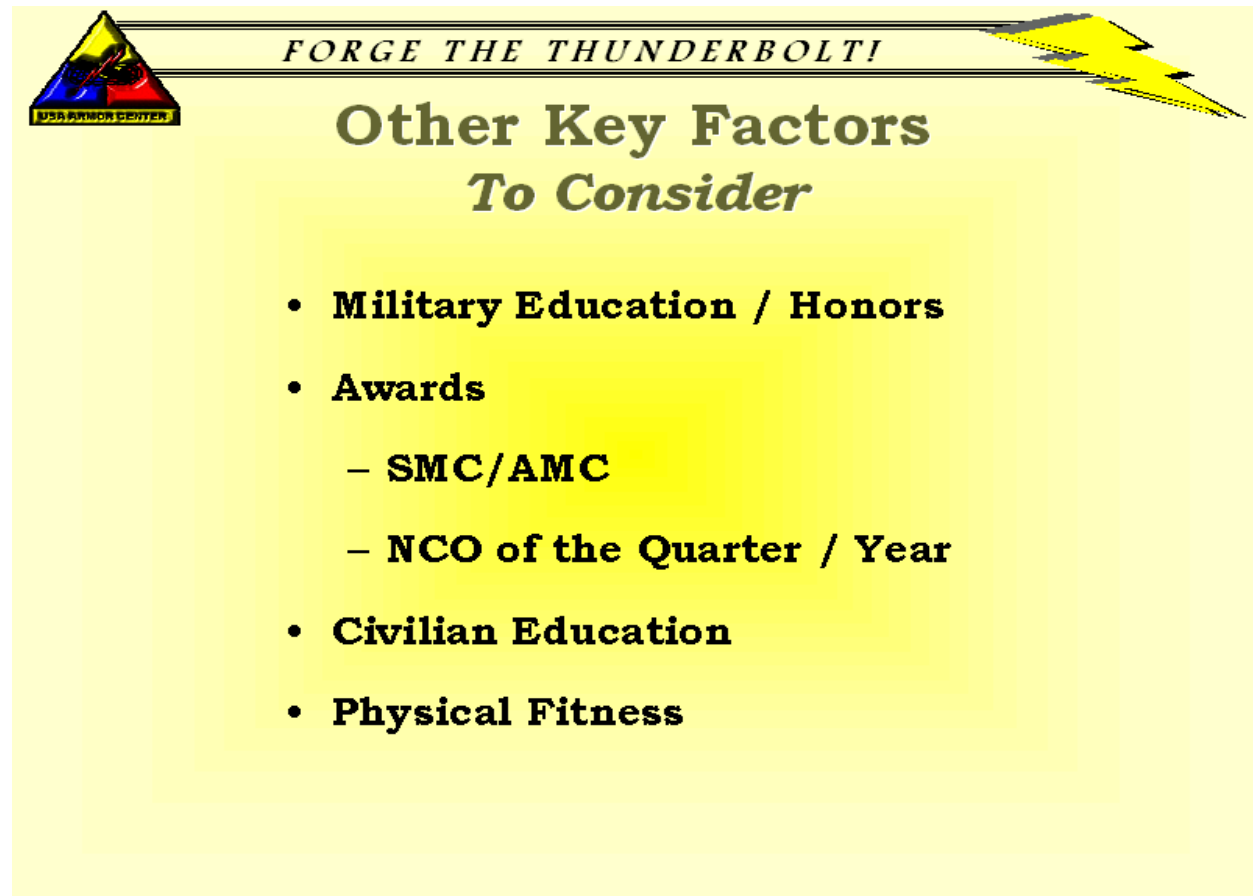


FIGURE 12

15. Other Key Factors to Consider.

a. Exceeding course standards or honor/distinguished graduate in NCOES courses indicate intelligence, leadership and initiative. Additional military courses indicate initiative to further his knowledge and to better serve the Army. Success in functional courses, e.g. Master Gunner, Drill Sergeant or Battle Staff NCO, followed by at least one assignment performing these functions, indicates a skilled technician committed to the needs of the Army.

b. The Sergeant Morales Club (SMC), Audie Murphy Club (AMC), and NCO of the Quarter/Year recognize exceptional Armor soldiers. The soldier's NCOER should contain a bullet statement indicating the soldier's selection. When all else is equal, these are indicative of an excellent soldier. Achievement and Service Awards are also indicators of excellence, especially higher awards for leadership service (e.g. MSM for a tank commander or drill sergeant). Use with caution awards not presented for valor, for **the awards process is highly subjective**.

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SUBJECT: Career Management Field (CMF) 19 Information Paper

c. Self-development in civilian education is important and shows the soldier has the initiative and time management skills to further his knowledge and understanding. While civilian education is important, we must stress that soldiers who served primarily in TO&E units do not have an equal opportunity to attend college courses. **Failing to raise their GT Score over 100 may be an indicator of an Armor NCO who is avoiding making himself competitive for the tougher professionally developing assignments, e.g. Recruiter and Drill Sergeant.** You can find the date of the last test taken in block 8 of the DA Form 2-1.

d. Physically fit soldiers who score well beyond the minimum Army standard (e.g. 270 or higher, especially on the extended scale) should be recognized as exemplary Armor soldiers. Evaluate profiles very carefully. Profiles containing one or more designators of “3” signify that the soldier has one or more medical conditions which may limit his potential to be a successful MTOE Platoon Sergeant. **Every Armor selectee must be deployable.**

16. There are three additional factors that influence the promotability of Armor Staff Sergeants:

a. The first of these is failure as a Detailed Recruiter. While a successful tour as a recruiter is viewed positively for promotion, relief from recruiting duty based solely on failure to make mission should not adversely impact an Armor NCO’s promotion potential. The skills required for success as a recruiter are not necessarily the same skills required to be a successful Armor platoon sergeant. **Past promotion boards have also commented that the NCOERs written for recruiters lack the richness and detail of NCOERs written by other units.**

b. Another consideration is failure at the Master Gunner Course. This is the most academically demanding course an Armor NCO can attend. Do not penalize him because he showed the initiative to attend the course, but lacked the full range of academic skills the course demands. Successful completion of the Master Gunner Course and utilization as a Master Gunner identifies the soldier who is a cut above, with all else being equal. Failure to complete the course due to academic failure should not be a cause for denying promotion.

c. The third consideration is the delay in fielding of the Mobile Gun System. The MOS 19K staff sergeants assigned to the Stryker Brigade Combat Teams (SBCT) have not had the opportunity to shoot a live fire gunnery due to the delay in fielding the MGS. They have been using a surrogate vehicle but due to safety concerns, the Army does not permit them to fire the weapons systems. This will cause MOS 19K Staff Sergeants to not have the type of numerically qualifying bullets on their NCOERs associated with tank gunnery. Do not penalize these NCOs for doing what the Army asked of them; consider their NCOERs proportionally to their peers based on what tasks we permit them to perform.

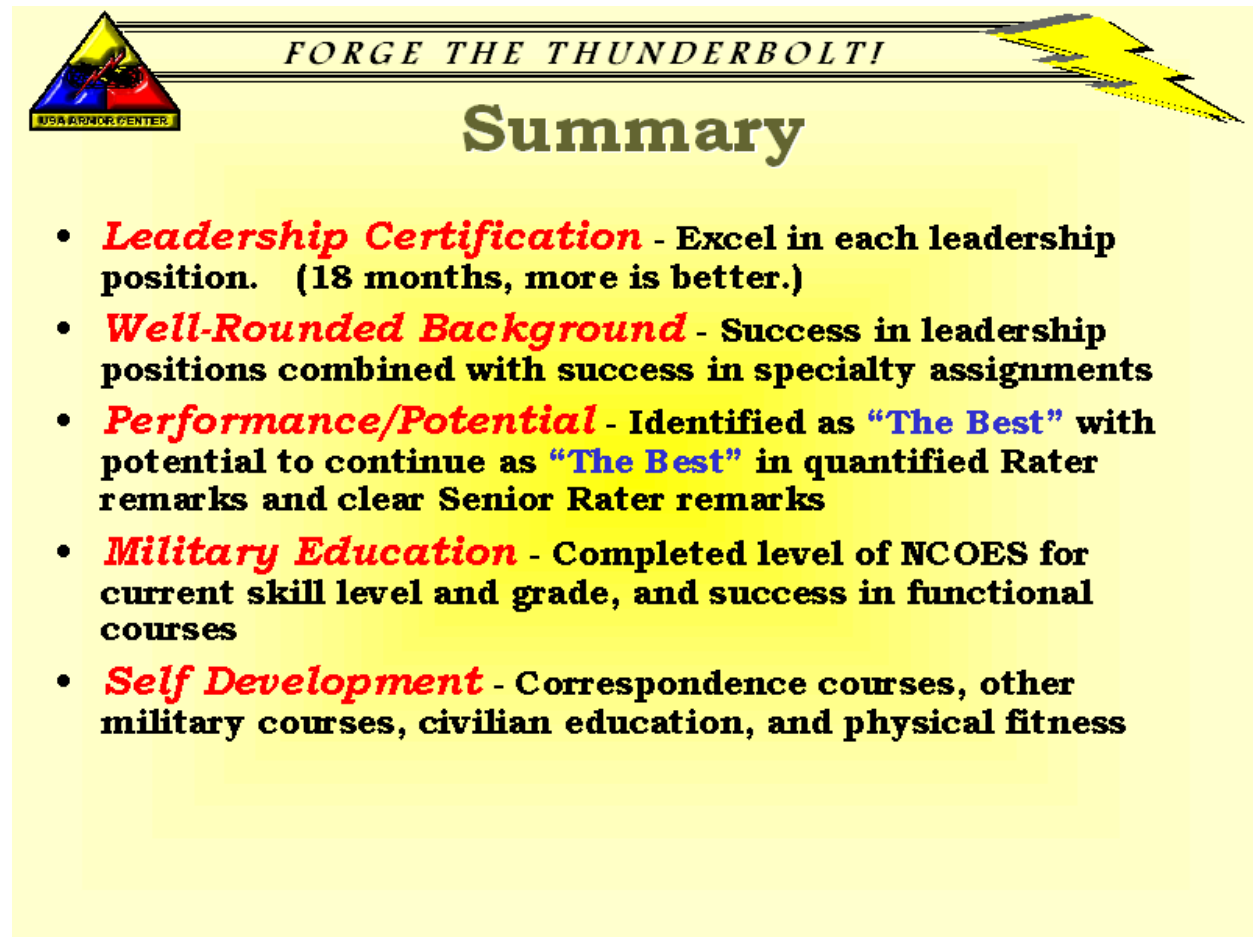


FIGURE 13


17. In summary, this information paper has given you an overview of CMF 19 and has emphasized the importance of promoting top quality soldiers above their peers. We “highlighted” key leadership positions that are needed for experience and that successful performance in these positions is necessary. Drill Sergeant duty, Recruiting duty, and Master Gunner are challenging assignments. The more versatile a soldier is the more experience he will possess. This experience will increase his potential for success at the next level.

18. **The Armor Branch wants NCOs promoted who will be excellent platoon sergeants that seek challenges and genuinely care for soldiers.** Look for those indicators that separate “exceptionally qualified from the fully qualified” and “the best from the exceptionally qualified”. You should look for a pattern of sustained excellence across a variety of assignments.

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Further Information


If you have any questions or if we can be of further assistance to you, please contact us at this address/phone:

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Office of the Chief of Armor



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FIGURE 14

GEORGE DESARIO
CSM, USA
Command Sergeant Major

TERRY L. TUCKER
Major General, USA
Chief of Armor